



LOS ANGELES COUNTY FIRE DEPARTMENT

June 2015



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MISSION, VISION AND CORE VALUES



Mission Statement

The mission of the Los Angeles County Fire Department is to protect lives, the environment, and property by providing prompt, skillful and cost-effective fire protection and life safety services.

Vision Statement

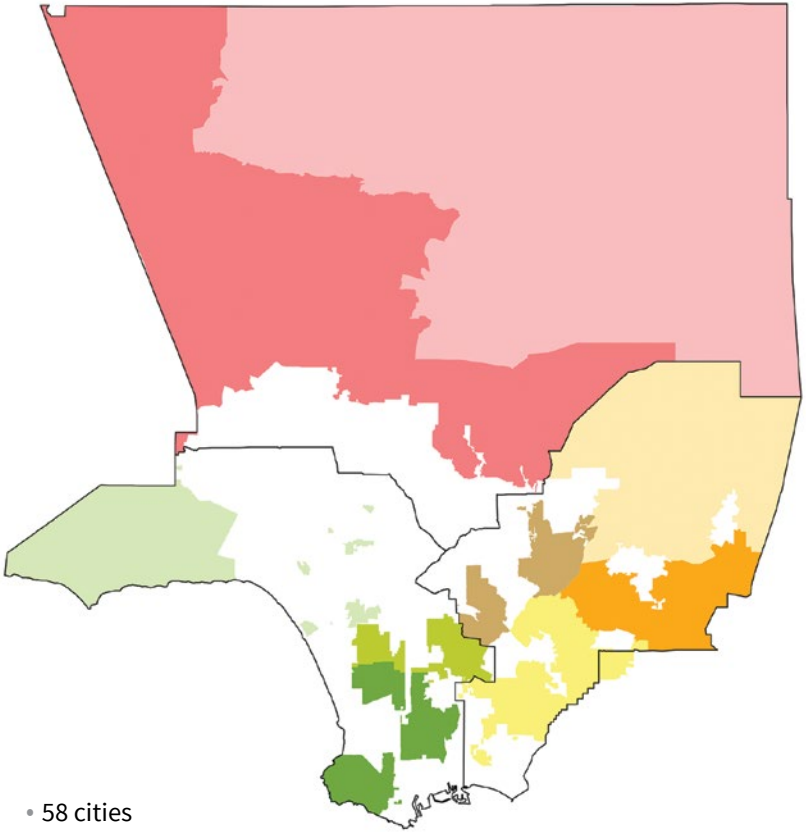
The Los Angeles County Fire Department will be an exemplary organization acclaimed for our national reputation, our regional strength, and our hometown attentiveness as we provide fire protection and life safety services.

Core Values

- Integrity
- Teamwork
- Caring
- Courage
- Commitment
- Community



JURISDICTION



- 58 cities
- All unincorporated areas of Los Angeles County
- 2,300 square miles
- 1.23 million housing units
- 4 million residents



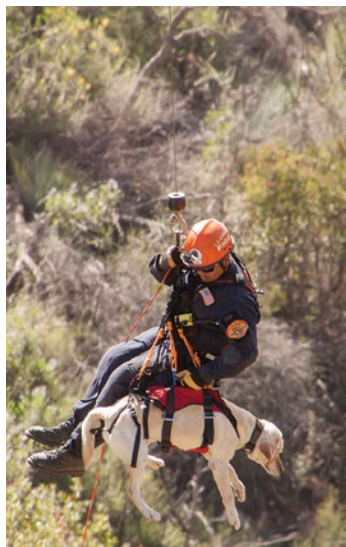
FIRE & RESCUE RESOURCES



- 172 Fire Stations
- 164 Engine Companies
- 68 Paramedic Squads
- 27 Quints and Trucks
- 5 Light Forces

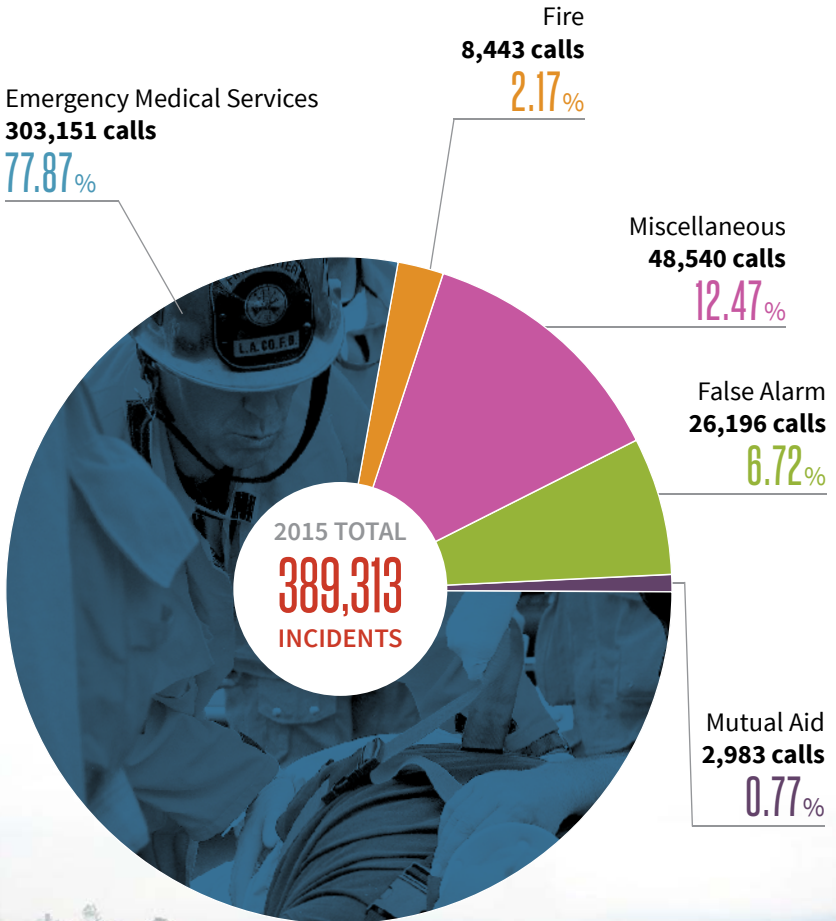
Specialized Resources

- 4 Hazardous Materials Squads
- 5 Swift Water Rescue Units
- 2 Urban Search and Rescue Squads
- 2 Fire Boats
- Additional specialized equipment



The Los Angeles County Fire Department is also the home of California Task Force 2/USA Task Force 2, an urban search and rescue team that is qualified to respond to local, national and international disasters.

CALL VOLUME





AIR & WILDLAND DIVISION

Air Operations

The Los Angeles County Fire Department maintains a fleet of eight helicopters for paramedic transport and wildland firefighting. During the fall, contract aircraft are also available for firefighting.

- 3 Sikorsky S-70 Firehawks
- 5 Bell 412 helicopters
- Erickson Air-Crane Helitanker (seasonal lease)
- Bombardier CL-415 Super Scoopers (seasonal lease)

Fire Suppression Camps

Ten camps are staffed year-round for fire suppression, fire road maintenance and miscellaneous projects.

- 4 paid camps (4 crews)
- 6 correctional camps (24 crews)

Heavy Equipment Unit

The unit operates 10 dozers and other equipment.



LIFEGUARD DIVISION

The Lifeguard Division protects 72 miles of coastline, including 31 miles of sandy beaches and Catalina Island.



Resources

- 161 Full-Time Ocean Lifeguards
- 641 Part-Time Ocean Lifeguards
- 24 Lifeguard Stations
- 159 Lifeguard Towers
- 8 Rescue Boats

2015 Activity

Ocean Rescues	19,917
Medical Calls	18,610
Boat Rescues (Distress).....	434
Missing Persons	1,756
Resuscitations	468
Drownings	5
Beach Attendance	72,556,890



FIRE PREVENTION DIVISION



Fire Prevention's mission is to educate the community about the benefits of proper safety practices and to identify and eliminate all types of hazardous conditions which pose a threat to life, the environment and property. The division is comprised of a mix of civilian and sworn personnel.

Specialized Functions

- Land development services
- Inspection of schools, institutions, high-rise buildings, County facilities
- Arson investigations



2014-15 Activity

Annual Inspections.....	7,823
Annual Plan Checks	3,771

FORESTRY DIVISION

Brush Clearance/Fuel Modification Program

The Forestry Division coordinates over 40,000 brush clearance inspections annually with fire station personnel and Agricultural Commissioner enforcement crews.

The division also completes plan check reviews and final inspections for over 1,500 new construction projects in high fire hazard areas on an annual basis, ensuring adequate defensible space for residential and commercial structures.



Natural Resources Protection

Personnel review all environmental documents for the Fire Department, ensuring compliance with the California Environmental Quality Act.

The division also monitors the implementation of Los Angeles County's Oak Tree Ordinance.

In addition, the division is responsible for the annual review, revision and implementation of the Los Angeles County Strategic Fire Plan, which is designed to minimize cost and losses from wildland fires by utilizing a geographic information system to identify high-hazard/high-value areas and communities at risk.

HEALTH HAZARDOUS MATERIALS DIVISION

The Certified Unified Program Agency (CUPA) is a fee offset program that protects public health and the environment from improper handling, storage and disposal of hazardous materials.

Under state law, the Health Hazardous Materials Division (HHMD)/CUPA consolidates, coordinates, and makes consistent the administrative requirements, permits, inspection and enforcement activities of six environmental regulatory programs.

These six programs are Hazardous Waste Generators, Hazardous Materials Handlers, Aboveground Storage Tanks, California Accidental Release Facilities, Uniform Fire Code Hazardous Materials Management Plans, and Underground Storage Tanks.

Statistics for 2014-15

Total regulated facilities	23,198
Routine inspections	7,267
Notices of Violations	3,464
Emergency hazmat accidental releases	2,464

HHMD also settled 32 administrative enforcement and nine civil and criminal cases with \$677,470 in penalties.



EDUCATION & COMMUNITY PROGRAMS



HOMETOWN SERVICE



EMERGENCY OPERATIONS FIELD DIVISIONS

NORTH REGION

Deputy Fire Chief Vince Peña, 661-286-2792

Division III (22 fire stations)

Assistant Fire Chief Gregory Hisel, 661-298-5280

Community Services Liaison Stephanie English, 661-250-2710

- La Cañada Flintridge
- Santa Clarita

Division V (20 fire stations)

Assistant Fire Chief Gerald Cosey, 661-940-6791

Community Services Liaison Carmen Mackey, 661-948-3785

- Lancaster
- Palmdale

CENTRAL REGION

Deputy Fire Chief Anthony Whittle, 310-419-8731

Division I (20 fire stations)

Acting Assistant Fire Chief Scott Hale, 310-329-3315

Community Services Liaison Laura Walters, 310-217-7074

- Carson
- Lawndale
- Rancho Palos Verdes
- Gardena
- Lomita
- Rolling Hills
- Hawthorne
- Palos Verdes Estates
- Rolling Hills Estates

Division VI (15 fire stations)

Assistant Fire Chief Jon O'Brien, 323-586-7049

Community Services Liaison Rosemary Vivero, 213-215-2193

- Cudahy
- Inglewood
- Maywood
- Huntington Park
- Lynwood
- South Gate

Division VII (18 fire stations)

Assistant Fire Chief Anthony Williams, 310-317-1802

Community Services Liaison Maria Grycan, 310-456-7923

- Agoura Hills
- Hidden Hills
- West Hollywood
- Calabasas
- Malibu
- Westlake Village

EAST REGION

Deputy Fire Chief John Tripp, 626-854-0100

Division II (16 fire stations)

Acting Assistant Fire Chief Jim Enriquez, 626-974-8371

Community Services Liaison Alicia Mejia, 626-732-3531

- Azusa
- Claremont
- Glendora
- Baldwin Park
- Covina
- Irwindale
- Bradbury
- Duarte
- San Dimas

Division IV (25 fire stations)

Acting Assistant Fire Chief Dean Doughty, 562-860-5524

Community Services Liaison La Fonda Riggins, 562-402-9709

- Artesia
- La Habra
- Paramount
- Bellflower
- Lakewood
- Pico Rivera
- Cerritos
- La Mirada
- Signal Hill
- Hawaiian Gardens
- Norwalk
- Whittier

Division VIII (19 fire stations)

Assistant Fire Chief Jim Robinson, 909-620-2003

Community Services Liaison Leticia Pacillas, 909-469-2659

- Diamond Bar
- La Puente
- Walnut
- Industry
- Pomona

Division IX (16 fire stations)

Assistant Fire Chief Dave Thies, 626-280-6959

Community Services Liaison Magdalena Valdivia, 626-280-8504

- Bell
- El Monte
- South El Monte
- Bell Gardens
- Rosemead
- Temple City
- Commerce



FIRE DEPARTMENT SUPPORT

Command & Control

Ninety-seven dispatchers answer hundreds of thousands of calls and dispatch units to more than 380,000 incidents.

Fleet Maintenance

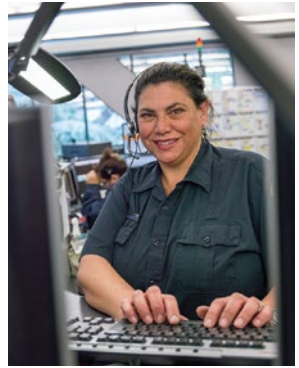
Fifty-nine mechanics and other staff maintain and repair about 2,000 vehicles.

Construction & Maintenance

The Construction and Maintenance Division employs a variety of staff—including building trades, general maintenance workers and project managers—who are responsible for new construction, repair work and alterations to fire stations, administrative locations, fire suppression camps, training centers and lifeguard facilities.

Various Other Support Staff

Camp cooks, system analysts, geographic information experts, budget analysts, heavy truck drivers, helicopter mechanics, secretaries and payroll clerks, among many other positions, keep the Los Angeles County Fire Department running.



BUDGET

The Los Angeles County Fire Department is a dependent special district. Revenue streams are separate and distinct from the Los Angeles County General Fund.

Budget for 2015-16: \$1.072 billion

The Fire Department currently employs 4,603 people:

- 4,331 permanent employees
- 272 temporary employees
- 2,948 firefighter series employees
- 253 lifeguard series employees
- 787 business professionals



Special and Reserve Funds

Fund Balance as of July 1, 2015 (in millions)

RESERVES

Infrastructure Growth	\$32.8
Capital Projects	38.1
<i>Subtotal</i>	<i>\$70.9</i>
Budget uncertainties ⁰	53.3
Total	\$124.2

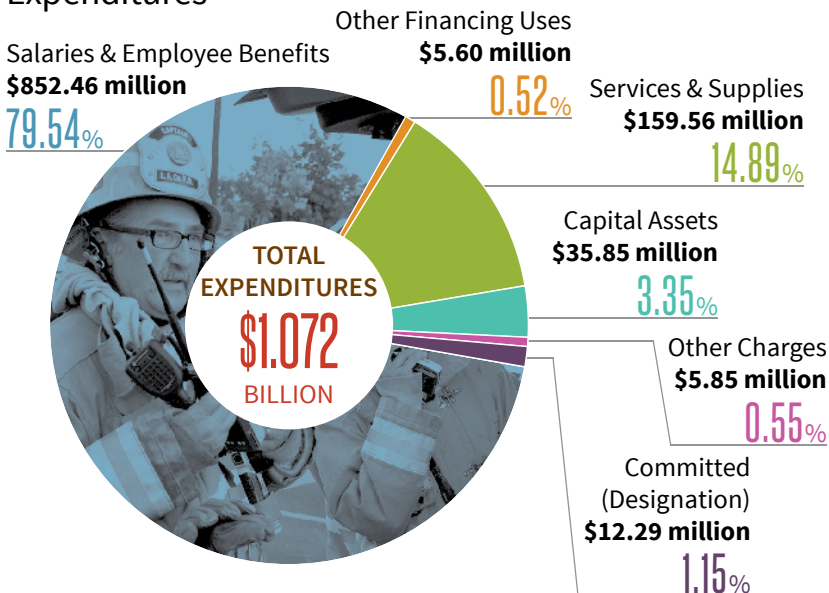
BEGINNING FUND BALANCE

Special District Fund	\$66.7
Capital Projects ACO ¹	36.9
Del Valle ACO	4.8
Developer Fees	33.0
Helicopter ACO	1.0
Hazardous Waste Special Fund	0.7
Total	\$143.1

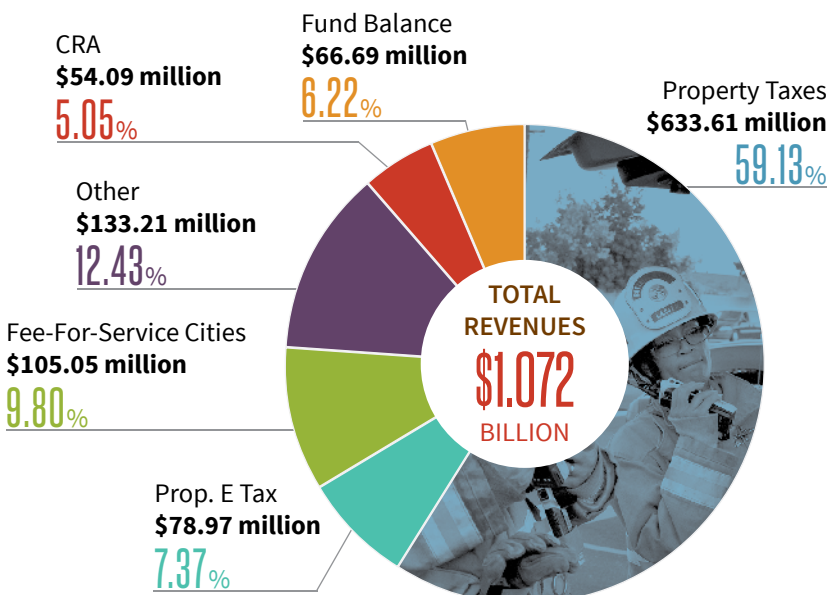
⁰ This represents approximately 5 percent reserved for budget uncertainties in compliance with the Los Angeles County Auditor-Controller's recommendation.

¹Accumulated Capital Outlay (ACO)

Expenditures



Revenues





STRATEGIC PLAN: UPDATED GOALS

Goal 1 • Fiscal Sustainability

Ensure we provide the best possible value for the taxpayers' dollar by continuously evaluating the Los Angeles County Fire Department's use of funds and resources, as well as legal risk.

Goal 2 • Exemplary Services

Enrich the lives of Los Angeles County residents by providing innovative, caring, and exemplary emergency services and identifying organization-wide opportunities to better support the emergency responders who deliver them.

Goal 3 • Workforce Development

Enhance workforce development through proactively investing in education, training, safety and wellness, resulting in an effective workforce that is accountable at all levels.

Goal 4 • Operational Effectiveness

Achieve operational effectiveness and transform fundamental facilities and systems to support evolving service delivery for the people we serve, the County and our workforce.

Goal 5 • Emergency Preparedness

Enhance emergency preparedness by anticipating catastrophic emergencies and maximizing opportunities to measurably improve community emergency preparedness through public education and life-enriching programs that communicate our value.



STRATEGIC PLAN

Goal 1 • Preventing Injury & Illness

- Fire-Fit Pilot Program
- Illness & Injury Prevention Plan

Goal 2 • Delivering Exemplary Emergency Services

- New training program for Structure Fire Standard Operating Guidelines
- Customer Services Training Program

Goal 3 • Innovating New Delivery Systems

- EMS program expansion
- Full-time medical director

Goal 4 • Fostering Workforce Excellence

- Increased diversity in firefighter candidates
- Fire Captain and Battalion Chief academies



Goal 5 • Ensuring Financial Stability & Accountability

- Evaluation of new revenue sources
- Plan for credit card expansion for customers

Goal 6 • Developing the Leader in Each Employee

- Mentorship program
- Expansion of online training programs

Goal 7 • Strengthening Our Infrastructure

- New mobile data computers in 825 emergency vehicles
- New fiber optics in 92 stations

2013-15 ACCOMPLISHMENTS



Goal 8 • Automating Our Systems

- Electronic Patient Care Record requirements and contract
- Implemented Maximo Asset Management Software for fire station maintenance records

Goal 9 • Containing Risks

- New Safety & Accident Review Committee
- Traffic & Safety, Injury & Illness Prevention newsletters

Goal 10 • Mitigating Disaster

- CPR, Automated External Defibrillator and first aid training
- Incident Management Team policy and procedures, training and exercise

Goal 11 • Preparing the People We Serve

- Fire safety educational program
- Expanded web-based prevention information

Goal 12 • Communicating Our Value

- Community outreach for CPR Anytime program
- County-wide launch of PulsePoint mobile app

CHALLENGES

The Los Angeles County Fire Department is concentrating its efforts on challenges in five areas:

- Critical Infrastructure
- Fiscal Sustainability
- Emergency Medical Services
- Mitigating Risk
- Education and Training



CRITICAL INFRASTRUCTURE



Funded

- Engine and Quint Replacement Program: Replace 12 engines and two trucks/quints annually (over \$8 million each year)
- Computerized Dispatch System (\$22.3 million in 2017-18)

Unfunded estimated costs: \$340.7 million

- Fire Department Headquarters Replacement (\$177.4 million)
- National Pollution Discharge Elimination System (\$41 million)
- Barton Heliport Renovation Project (\$15.3 million)
- Network Infrastructure (\$2 million)
- Privacy and Access (\$105 million)



Unfunded costs not yet defined

- Fire station replacement: Site assessments to be completed over a two-year period
- Helicopter replacement: Recommendations from private consultant due by the end of the year
- Radio replacement
- New fire stations



Infrastructure Bond

The Los Angeles County Fire Department is looking at a bond as a potential means to fund its infrastructure needs.

- Facility assessments being completed over a two-year period.
- Consultant preparing a Helicopter Replacement Plan.

Measure B Funding

The Los Angeles County Fire Department will be working with the Department of Health Services on potential funding for helicopter staffing and replacement in 2016–17 in support of the Fire Department's trauma-related services.

ALS Assessment Fee and Other Fee Revenue

- Advanced Life Support (ALS) Assessment Fee Program: An ALS fee can be charged to patients who received an ALS assessment by a paramedic prior to being transported to a hospital. This will be an expansion of our current ALS On-Board fee, which currently only charges patients when a Fire Department paramedic accompanies the patient to the hospital in the ambulance. The Fire Department plans to implement the expansion in 2016–17.
- Fire Prevention Fees: The Fire Department has updated and expanded its fire prevention-related fees in 2016–17.

EMERGENCY MEDICAL SERVICES

The Los Angeles County Fire Department is committed to providing prompt, clinically skilled and caring medical service to ensure positive outcomes for everyone, every time.

Strategic Plan

The new Emergency Medical Services (EMS) Strategic Plan includes 28 goals with three main focuses:

- Human Resources Development
- Excellence in EMS
- Program Support

Recent Successes

- Issued contract with Sansio (aka Physio-Control) for electronic patient care records with a mid- to late-2016 implementation.
- Formed new EMS Bureau and received approval for eight additional positions in 2015-16 fiscal year to support Strategic Plan.



Challenges

- Staffing additional EMS positions: Nearly 80 percent of our incidents are EMS-related, requiring much more administrative oversight than needed in past years. More focused training delivered to personnel is needed. Risk/liability to our personnel and the Fire Department continue to rise.
- EMS Strategic Plan: The recommended build-out of the new EMS Bureau continues to lag due to a lack of fiscal resources.
- Wall time: Paramedics and ambulance company emergency medical technicians are experiencing longer wait times because of saturated emergency departments/rooms.

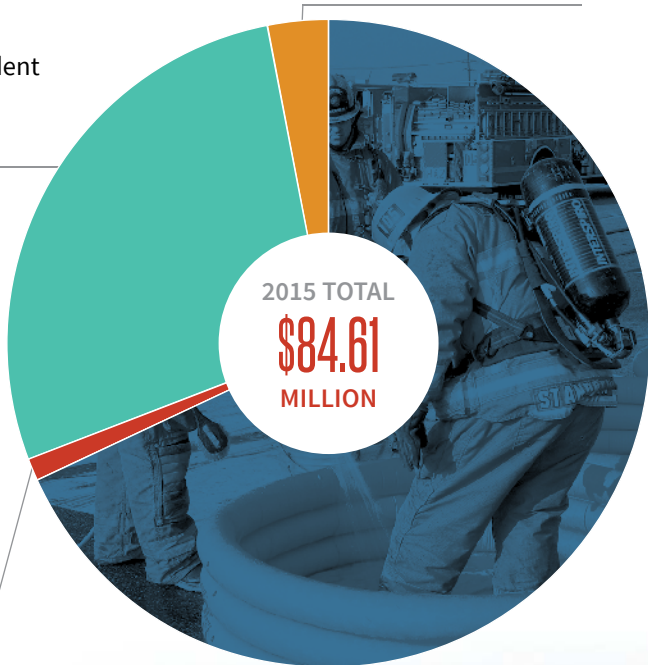


RISK MANAGEMENT COSTS

Auto & General Liability
\$2.58 million
3.05%

Industrial Accident
\$23.4 million
27.66%

Medical
Malpractice
\$0.93 million
1.09%



Workers Compensation
\$57.70 million
68.2%



New Programs

- Fostered relationship with Harbor UCLA and Orthopedic facility to have our employees medically evaluated within 48 hours.
- Creation of a Limited Duty Assignment Desk: Facilitates reasonable accommodations for employees who have temporary work restrictions for both industrial accidents and non-work-related illnesses or injuries. Communicates with the Department's Family and Medical Leave Act (FMLA) coordinator to ensure employees are aware of the FMLA federal mandate.
- July 2016: Scheduled implementation of e-filing of workers compensation claims.



Challenges

- Employees receiving timely medical treatment.
- Returning employees to meaningful modified duty as they recover.
- Workers compensation claim forms not submitted on time.

EDUCATION & TRAINING

The Los Angeles County Fire Department is dedicated to providing our employees with the tools, training, and processes needed to fulfill our lifesaving mission.

Firefighting

- Recruit training
- Fire Captain Academy
- Battalion Chief Academy
- 56- to 40-hour training



Administrative

- New Employee Orientation
- 7 Habits of Highly Effective People
- Business Operations Manager workshops
- Mandatory management training
- Project Management
- Grammar and Business Writing

Interpersonal

- Handling Conflict in the Workplace
- Working Beyond Stereotypes
- Understanding Generational Differences
- Stress Management

Technology

- Microsoft Word, Excel, PowerPoint, Outlook and Visio
- Adobe Acrobat, Illustrator and Captivate





LOS ANGELES COUNTY FIRE DEPARTMENT

Fire Chief Daryl L. Osby

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